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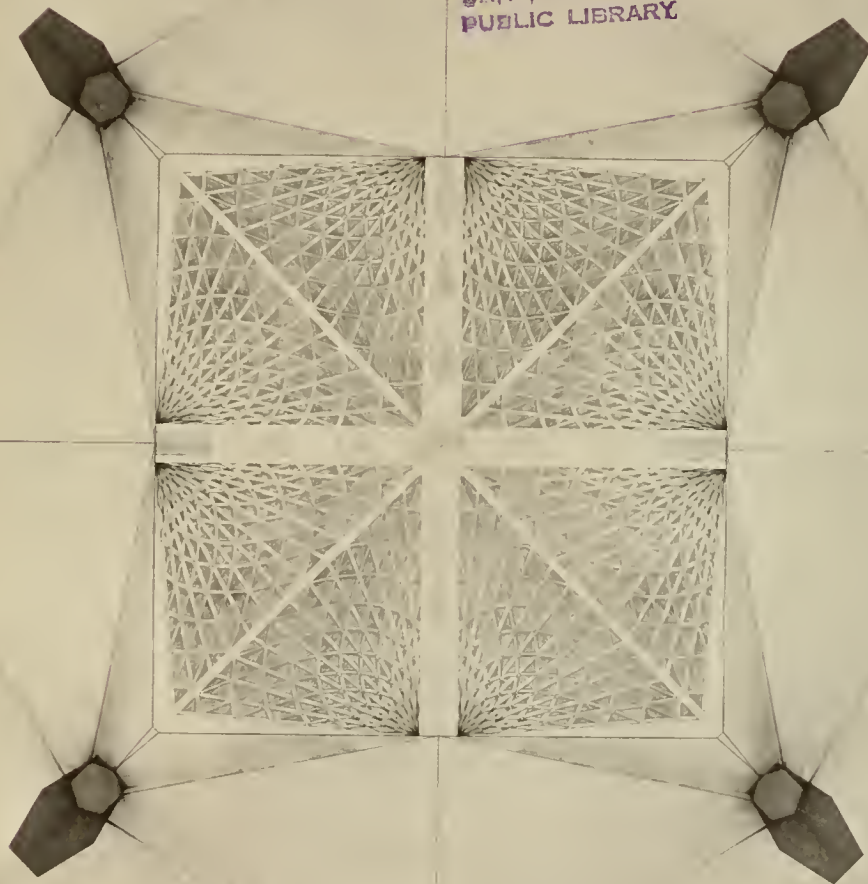
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San Francisco Redevelopment Agency

Annual
Report
1965
66

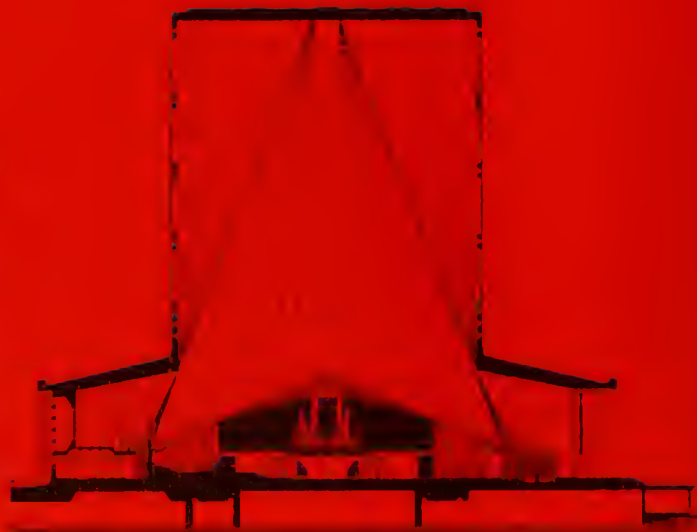
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The cover illustrating is a plan of the ceiling of St. Mary's Cathedral as it will be built in the Western Addition (Area A-1). Pier Luigi Nervi of Rome has designed a dramatic, hyperbolic paraboloid shell of concrete which rise to make a crown-form shaped roof over the Cathedral. The cover shows the lacy web of ribs which will support the roof as it will appear, soaring 180 feet above, to a person looking up from the center of the Cathedral.

In Bergamo, Italy scaled models of the Cathedral were built and subjected to numerous types of loadings to test the strengths of this concrete shell. The photographs on this page illustrate some of this testing.



Section through the Cathedral — looking west

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**Annual
Report
1965
66**

San Francisco Redevelopment Agency

Introduction

San Franciscans are proud of their city. Its attributes are known well throughout the world. But the inheritance of this good fortune is not enough. Changes occur . . . some for betterment, some for deterioration. City actions in cooperation with the enterprise of private citizens and citizen groups are needed to continue to make San Francisco worthy of its great name.

The City has instruments for contributing its public strength to measures for meeting these changes. One of these is the San Francisco Redevelopment Agency. Alone the Agency can do little. With citizen groups, citywide and neighborhood leaders its effectiveness in contributing to a better San Francisco is markedly increased.

More and more is demanded by the community of the Redevelopment Agency as its increased and more flexible uses have greater impact in the community. The Agency becomes more effective as other instruments in the community are able to improve their own performance. Employment, health, social, business and tax conditions improve as agencies, institutions, entrepreneurs, and the professions en-

gaged in special functions in these fields are able to improve their own services.

There is a significant and inevitable result of redevelopment: the unmasking of conditions of human degradation, poverty, sickness, and loneliness which the community at large too frequently does not see, least of all do enough to ameliorate, regardless of where such conditions occur, either inside or outside redevelopment areas. This same situation occurs in the urban economics field . . . the exposing of the losses and inconveniences suffered by the total community in the abuse, underuse, and misuse of the city's precious land. Once a redevelopment agency is underway in treating an area, these unpleasant aspects of community life which have not been brought into sharp public examination and resolution must at last be faced.

Those who decry shortcomings of the redevelopment process are really discussing the conditions not created by redevelopment but exposed by redevelopment. Such citizens who in good faith are critical must ask themselves what is the alternative to the continuation of blighted lives and properties. What will these citizens do to aid the entire community in overcoming such conditions, both inside and outside redevelopment areas? Will these citizens find ways of expediting the particular action for which they are primarily responsible to make the process a more rapid one?

San Franciscans have joined and supported the Agency in making our city a better place in which to live and work. The Kaiser Foundation Hospital, the moderately priced homes of St. Francis Square, the Japanese Cultural and Trade Center, the new produce market are but a few instances. In prospect is the Yerba Buena New Start Center to focus the services of public and private agencies serving this area for the benefit of its residents to an extent without precedent in San Francisco. Yes, much has been done. Much more is yet to be done.

This is a report of what the San Francisco Redevelopment Agency, working with others, has been able to do for a better city . . . and what it has not been able to do, notwithstanding the help of many citizens, organizations, and public bodies.

Contributions and Needs

The year 1965 marked the further realization of many of the collaborative efforts of the San Francisco Redevelopment Agency.

- In its first three redevelopment areas it was providing more new housing than it had removed.
- It created new tax revenues in its first three redevelopment areas. There, assessed values already have risen 70 percent, from \$7.9 million before redevelopment to \$13.4 million in 1965. Ultimately they will top \$90 million.
- It initiated a program of offering finders' fees to broaden the housing choices available to displaced residents.
- It has pioneered new social services such as homemaking courses for displaced families.
- With other public and private agencies concerned for the welfare of residents in the South of Market area it participated in planning and organizing New Start, a program designed to provide medical, housing, employment, and counseling services tailored specifically to the needs of these residents.
- In redeveloping the Golden Gateway it demonstrated that it is possible to relocate not only businesses, but groups of businesses making up an entire industry. It assisted the produce merchants in creating a new produce terminal and the move to it where they have operated with increased profit and efficiency.

- It has provided new homesites, shopping areas, parks and streets at a design, quality, and amenity level above that generally created by other means.
- At Diamond Heights it moved two million cubic yards of earth to fit new lots and streets to the terrain and the dramatic views.
- In each redevelopment area the utilities are provided without an unsightly tangle of power poles and overhead wires.
- The first elements of a new St. Mary's Cathedral are already rising in the first Western Addition Area.
- In the heart of the Japanese Cultural and Trade Center, now under construction, a handsome Pagoda will rise to symbolize, like the familiar tea garden in Golden Gate Park, the friendship between the people of San Francisco and Japan.

These are some of the developments with which the Redevelopment Agency has been involved; some of the contributions which, working with others, it has made. These are only a small part of what it is ready to do.

San Francisco needs housing. It needs housing for all of its citizens. For the young family with children it needs houses in San Francisco. It needs moderately priced homes for the family whose income will not afford housing available on the regular market. For the lowest income families served by the San Francisco Housing Authority, sites scattered in the redevelopment areas are needed for housing in small, attractive units compatible with their neighborhood surroundings. It needs homes for its older citizens.

San Francisco also needs jobs . . . white-collar and blue-collar. It needs the new investment which will sustain its growth as a financial and administrative center of the West and which will produce a tax base for the City's continued vigor.

Working with others, the Redevelopment Agency's programs are organized to serve the City's needs. In the second Western Addition Area and at Hunters

Point it will help create sites for over 5,000 new dwellings, homes for 21,000 San Franciscans. In Yerba Buena Center and at Butchertown it will create the source of thousands of new, permanent jobs and additional tax wealth for all San Franciscans.



St. Francis Square, built in the first Western Addition Area, provides private housing at moderate cost. It remains San Francisco's best housing for families of modest income and an example of what may be provided in other redevelopment areas for other families

Sponsor: ILWU Longshoremen's
Redevelopment Corporation.
Architects:
Marquis and Stoller, AIA.

Photo: Karl H. Riek

the Delay

But on November 3rd in 1964 California voters approved Proposition 14 which sought to preclude enactment by the State, or its cities or other jurisdictions, of any law which would prevent racial discrimination in the sale or rental of housing. The Secretary of Housing and Urban Development (then Administrator of the United States Housing and Home Finance Agency) concluded that this action was in conflict with the intent and objectives of United States law and Executive Orders of the President. Although housing assistance programs of the Federal Government were continued in such Federal agencies as the Federal Housing Administration, Federal National Mortgage Association, Federal Home Loan Bank Board, Community Facilities Administration, Public Housing Administration, Veterans Administration, etc., new Federally aided residential redevelopment projects in California were suspended on December 2, 1964 pending judicial clarification of the effect of this Proposition.

The Golden Gateway, Diamond Heights, and first Western Addition were exempted from this ruling because the Redevelopment Agency had already entered into Federal contracts for redevelopment funds. The Yerba Buena Center was exempted because it will not be redeveloped as a residential area. The second Western Addition, at the very point of getting underway, was brought to an abrupt halt by the ban, while at Hunters Point, site of the City's most deplorable housing, the Agency was authorized to continue redevelopment planning but not allowed

to use funds for technical consultant studies prerequisite to such planning.

Despite such obstacles the Redevelopment Agency moved forward on several fronts.

- Rebuilding continued in Diamond Heights, the Golden Gateway and in the first Western Addition Area.
- By the end of 1965 a program for transforming the Yerba Buena Center into a vigorous part of Downtown had been completed. It was adopted by the Board of Supervisors on April 25, 1966.
- During 1965 a plan for redevelopment of the old Hall of Justice site was prepared and adopted.
- In December of 1965 the Board of Supervisors directed the Agency to survey the Butchertown Area for redevelopment as a modern industrial area.
- Throughout 1965, working with the Department of City Planning and neighborhood organizations, the Redevelopment Agency measured the impact construction of rapid transit will have on neighborhoods along the route of the new transit system.

These are gains for the City of San Francisco. But to be measured accurately they must be seen against the losses to the City.

the First Costs

At Hunters Point where by 1970 under California law the existing World War II homes of 1600 families must be demolished, 1965 and early 1966 was a period of loss when time was already in short supply. In the second Western Addition Area where the Agency was ready to carry out its program the cost of delay must include these losses:

- Two blocks of vacant industrial buildings are waiting to be redeveloped for moderate-priced private housing for 240 families. The owners have not found it possible to rent or sell these properties. The Agency, however, has been unable to buy them for redevelopment.
- Businessmen struggling with marginal businesses in a slum area usually cannot afford the costs of moving inventory and fixtures and to re-establish in a new location. The Agency has been prevented from paying the moving expenses.
- At the request of the Agency a Federal demonstration grant of \$244,000 administered by the San Francisco Development Fund was made to provide financial assistance for "upwardly mobile" low income families displaced in this area who wanted to become home owners. It has become necessary to select families for this demonstration from other parts of the Bay Area. Residents displaced here will have a priority if any funds are left when redevelopment begins.
- Many owners of basically sound structures find it generally impossible to borrow money for rehabilitating these dwellings. The special loan programs created to help rehabilitation in redevelopment areas can not be used without redevelopment.



At Hunters Point the World War II shopping center today is vacant and boarded-up. Simple day-to-day conveniences are missing for 15,000 people in this area.

- For families of low income 200 units of public housing are programmed here. But the Housing Authority has deferred purchasing or building in this area until a good environment is assured through redevelopment.

Despite the redevelopment gains in some areas, for Western Addition Area 2 and Hunters Point 1965 and early 1966 was a period of net loss. The setback in construction of thousands of new dwellings, the additional losses to struggling businesses, and the consignment of thousands of families to living in slum dwellings . . . these are losses for all of San Francisco.

the Real Costs

The supply of new housing for families of low-to-moderate income has not been built. The new moderate-priced private housing that could have been built in redeveloped areas has not begun. The new garden apartment communities like St. Francis Square that could have been created still exist only in theory.

In each redevelopment area the Redevelopment Agency has sought the elimination of ghetto patterns. The Agency is particularly conscious of its record of not only being against such discrimination, but of acting positively to remove it. Every parcel of land it has sold is covenanted in perpetuity to rule out racial discrimination. Where new housing has been built in its re-developed areas, San Franciscans of all races live comfortably and with dignity to illustrate how other areas may serve all San Franciscans.

There is much more that must be done.

From San Francisco's Community Renewal Program (Arthur D. Little, Inc.):

"... the quantity and type of the City's housing supply must be changed considerably over the next 12 years. Part of the need for additional standard housing units can be met by a substantial upgrading of almost all housing units classified as substandard in 1960. There will still be a need for additional units that can be met only by new construction. . . . All types and sizes of housing units will be needed. Structures suitable for family living will be especially necessary to attract and retain families with children. . . . Although rehabilitation and improvement of existing structures will help, the bulk of the demand will have to be met by new construction.

"The City lacks sufficient vacant land to build the increased number of new single-family dwellings needed to accommodate families with children.

. . . New cooperative or rental quarters, especially the combination high-rise apartment garden and duplex block which has proved feasible in the Golden Gateway project, are possibilities here. New garden apartment developments with open space and other amenities (similar to the St. Francis Square units) are also possibilities."

Getting the job done requires much of all concerned. There is no instant redevelopment. In a democratic society there can not be. The rights of each citizen require that a program such as redevelopment follow a deliberate and orderly course. If the problems of the city grow, each of its parts must function better . . . must contribute more. If a part of the city can not contribute fully, the loss is to all of the city.

1965 ended much as it began . . . on a note of uncertainty and delay. On the 25th of October, 1965 the California Supreme Court heard arguments in actions to test the constitutionality of Proposition 14. By the end of 1965 the Court had not reached a decision. In March of 1966 it heard additional arguments in these actions.

On May 10, 1966 the California State Supreme Court announced its finding. Proposition 14 is unconstitutional since it is in violation of the 14th Amendment of the United States Constitution. The Secretary of Housing and Urban Development promptly announced the restoration of the Federal funds that had been withheld since December, 1964. With these actions San Francisco's redevelopment program is again available for the City and citizen groups to use in the process of making San Francisco a better city for all of its citizens.

Rebuilding Continued in Three Areas Diamond Heights

In Diamond Heights new investment since redevelopment began has climbed to over \$19,000,000. The new shopping center is completed and operating. Construction of the new Lutheran Church, the third and last scheduled in the area, is nearing completion.

Problems encountered in development of Red Rock Hill were ended when General Electric Company took over the role of developer. By the end of 1965 homes were again being built and sold there.

Developers of moderate-priced private housing met many difficulties in moving toward the start of construction, but by 1966 most of these problems seemed to have been overcome.

The housing San Francisco needs most . . . homes for families with children . . . is being provided in Diamond Heights. Nearly 500 families live here already. During 1965 single lots and development parcels were sold on which over 250 additional homes will be built. In 1966 more houses for San Francisco families are being produced here in new and attractive neighborhoods, comparing favorably in price with suburban subdivisions and surpassing them in convenience and in-town living extras.

Diamond Heights, single family home

Developer: Marvin Gordon
Architects: Callister & Payne

Photo: Robert A. Isaacs



Diamond Heights, single family homes

Developer: Galli Construction Company
Architects: Hayes and Smith, AIA

Photos: Karl H. Riek



Western Addition Area A-1

Significant progress was experienced in Western Addition Area A-1. All of the land there acquired by the Agency has been sold. Development has begun, or is completed on all but four parcels. On two of these . . . the Presbyterian Sequoias complex and the additions to the First Unitarian Church . . . plans were completed and building was expected to begin in 1966. On the remaining two, plans are well along.

Construction of the Cathedral Hill East, Cathedral Hill West, and Martin Luther Towers is nearing completion. Construction of the Japanese Cultural and Trade Center is underway. Building has begun on the first units of the St. Mary's Cathedral complex. To make the Cathedral development possible an exchange of sites was effected providing a new site for the Lucky Stores market which is presently located on land, part of which will be the site of the Cathedral.

Rising new investment since redevelopment has exceeded \$42.5 million, and by 1965 property tax revenues to the City were over half a million dollars higher per year (assuming a standard tax rate) than before redevelopment.

Before the area was redeveloped an estimated 1350 families lived here. Now dwellings for 1520 families are either built or under construction in the area. Construction of an additional 600 will begin in 1966. These homes include rentals, co-ops, special senior citizen housing, and moderate-priced private housing — much of it the first of its type in San Francisco.

Despite the sounds and excitement of the new construction in the area, A-1 is becoming an increasingly settled community. The residents of St. Francis



At the intersection of Franklin Street and Starr King Way this handsome addition to the First Unitarian Church will be built in 1966.

Architects: Callister, Payne and Rosse
Drawing: Ian B. McLeod



In 1966 an additional 138 apartments will be completed in the 25-story Cathedral Hill East.

Developer: SF Development Company

Architects: Daniel, Mann, Johnson and Mendenhall

Photo: Robert A. Isaacs

Square and Laguna Heights administer the operation of these cooperatively owned apartments through elected officials. Laguna Heights' administration is in its second term and that of St. Francis Square is in its third term. In marked contrast to the construction sites at the Japanese Cultural and Trade Center and other new buildings that sometimes seem to characterize the area, the emerging character could be seen as residents of the Carillon during the Holiday Season greeted the City with balconies lighted by Christmas trees and as the residents of the area concerned themselves with the affairs of the Raphael Weill P.T.A.

Jones Memorial Homes, new housing for older citizens, was developed by the Western Addition's Jones Methodist Church.

Architects: Chan/Rader, AIA
Photo: Gerald Ratto



Golden Gateway

In the Golden Gateway by the end of 1965 the trees and shrubs at the Golden Gateway Center had grown a little taller, the buildings seemed a little less new and now very much a part of San Francisco. To an increasing number of San Franciscans it seemed a fine place to live. In a year in which many new tower apartments in San Francisco rented slowly, the Golden Gateway Center high-rise development was remarkably successful. Construction of another 400 apartments and 20 town houses progressed satisfactorily, and detailed planning for even more units was underway.

Construction also continued on the public parking garage for 1300 cars and on the 24-story Alcoa office building rising from a landscaped plaza atop the garage.

Throughout 1965 the Golden Gateway . . . its plazas, walkways, and parks, including Sydney G. Walton Square and its delightful fountain hailed by Alexander Fried as the one truly suited to the San Francisco scene . . . has seemed to most thoughtful observers an appropriate way of meeting one part of San Francisco's housing needs, and one consistent with its traditions of both urbanity and frankness.

The magazine, *Architectural Record*, said this of the Golden Gateway:

" . . . the Golden Gateway is a shining achievement. . . . If there are critics who carp at design detail . . . an increasing number of San Franciscans see in the Golden Gateway a new and distinctive solution to the old problem of urban living: a solution that separates people and their vehicles, but recognizes that vehicles are an inescapable part of modern life; that finds a way to make a kind of micro-city within a city, with its own kind of architectural surprise and its own subtle variation within an environment of strength and unity; that neither uses nor needs coy tricks to achieve a relationship with the rest of the city. When the project is complete some years from now, Golden Gateway will let people live on a plateau above the traffic-ways of the city, let them take the 'high road' to walk to work over bridges which connect the blocks with each other, and will restore some of the amenities most city dwellers have not known for a long time."



Golden Gateway Center

Sidney G. Walton Park with fountain
designed by Francois Stahly

Architects: Wurster, Bernardi and
Emmons, DeMars & Reay
Landscape Consultants: Sasaki, Walker
and Associates, Inc.

Photo: Dickey & Harleen Studios

San Francisco was denied Redevelopment of Two Areas Western Addition Area A-2

Western Addition Area A-2 was particularly hard hit by the delay. Prevented from proceeding in other ways, the Redevelopment Agency worked with owners in the area who wished to rehabilitate their homes, and who could afford to do the necessary work. It continued its program of providing home-making assistance to the families in the area.



Where special financing aids were not needed the Redevelopment Agency assisted owners in rehabilitating old houses in the area like this fine old Victorian house.

The costs of such restoration demonstrate that rehabilitation will preserve many of these handsome examples of San Francisco's architectural heritage but that it cannot be counted on to produce housing at the moderate prices required by many of the City's families.

Photo: Robert A. Isaacs



Photo: Ray Flamm

Throughout most of Area A-2 the blight grew a little worse in 1965.

Hunters Point

The 1600 temporary World War II housing units are still standing on Hunters Point ridge, one of the City's target areas in its War on Poverty.



Photo: Robert A. Isaacs

With the cooperation of Hunters Point residents the Redevelopment Agency and the San Francisco Housing Authority are seeking jointly the best way to get redevelopment underway as quickly as possible.

Significant Progress in Planning Yerba Buena Center

The portion of the City called South of Market is an area of about 1100 acres between Market Street and China Basin from the Embarcadero to Tenth Street. Although north of Market for the last few years the scene has been one of vitality and spectacular new development, South of Market, with only a few exceptions, has been the reverse. Instead of new construction old buildings have become shabbier until in many cases they have given way to open parking lots.

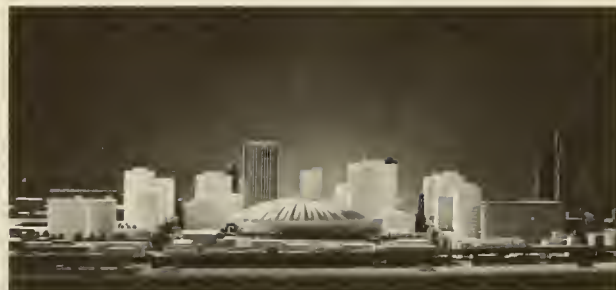
This area was first designated as seriously blighted in 1953. In 1958 at the request of certain property owners who wanted to develop the area privately, this designation was removed by the Board of Supervisors. However, in 1961 after numerous private proposals had failed, the Board of Supervisors again designated a small portion of the area for redevelopment and directed the Redevelopment Agency to proceed with planning to correct the problems of the area.

Yerba Buena Center is only a small part of South of Market. But redevelopment will free these 87 acres of blighting influence and will make possible the start of new economic growth throughout the area on this side of Market. A major objective of the Yerba Buena Center is to overcome the Market Street barrier and to link the area with the downtown retail and financial districts. To accomplish this, it will create a wide pedestrian mall leading from Market Street, opposite Grant Avenue, to Mission Street. A pedestrian bridge over Mission will provide direct access to an elevated plaza where a variety of facilities will be located. Elevating this plaza will create an entirely new environment in the area and make possible a highly desirable separation of pedestrian and vehicular traffic. It will retain many good structures and provide for expansion of many existing businesses. The 87 acres will be

transformed into a dramatic commercial, office and industrial complex supported by extensive public parking and easy access from rapid transit and freeways.

Yerba Buena Center may provide a site for a Sports Arena-Convention Center with 12,000 to 14,000 seats and 300,000 square feet of exhibition space. Development of this facility will help to insure that San Francisco maintains its position as the leading convention center of the West. The Plan allows for substitution of commercial and industrial development in the event the City decides not to build the Sports Arena-Convention Center.

In August a public hearing was held on the Plan for redevelopment of the Yerba Buena Center. At the request of a group of property owners in the area Agency Members deferred action on the Plan to permit property owners and other citizens to bring additional information to the Agency. Finally, in December, well after the sixty days deferment, the Plan was adopted officially by the Redevelopment Agency. At year's end it had been forwarded to the Board of Supervisors which after a hearing which began in February officially adopted the Plan in April, 1966.



Yerba Buena Center: View toward Market Street from industrial area.

Planning Consultants: Livingston and Blayne
Photos: Karl H. Riek



View southward showing break-through at foot of Grant Avenue. Foreground shows mall from Market Street leading to landscaped areas. St. Patrick's Church, plazas, and sports arena-convention center complex. Industrial area is shown in the distance.



Chinese Cultural & Trade Center

Early in 1965 the Board of Supervisors asked the Redevelopment Agency to prepare a plan for private development of the site of the old Hall of Justice providing for a Chinese Cultural and Trade Center. Redevelopment of this site will be carried out without Federal financial assistance.

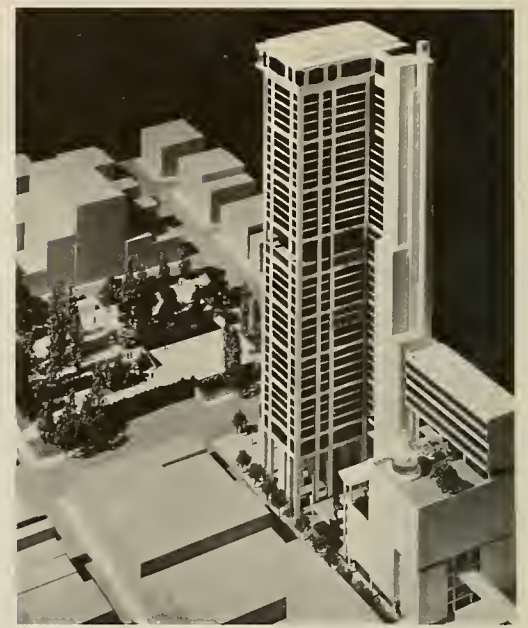
In response to its invitation the Agency received five proposals for developing the site. By the end of the year, following a series of public hearings, it had narrowed these to the two illustrated on this page. In 1966 it expects to select the one proposal which best meets the objectives of the Redevelopment Plan adopted by both the Agency and the Board of Supervisors in 1965.

The plan places great emphasis on cultural content and architectural excellence. The developer selected will be required to begin technical work necessary for the new complex of cultural facilities, restaurants, offices, shops, hotel and parking facilities.



Developers: Sun Yat Sen Plaza Associates
Architects: Clement Chen and Associates
and Dartmond Cherk

Drawing: David Wilson



Developers: Justice Enterprises, Inc.
Architects: Campbell and Wong and Associates
Architects: Chan/Rader and Associates

Photo: Gerald Ratto

Butchertown

In April of 1965 after surveying well over 400 manufacturing, warehousing, and distribution firms within the City, the Greater San Francisco Chamber of Commerce concluded that a primary factor retarding industrial growth was the lack of land effectively available for industrial use. "Although there is considerable vacant land within the City limits," the Chamber noted, "very little is assembled and packaged in any way which would be inviting and acceptable to industrial prospects . . . either existing or new."

The Chamber of Commerce analyzed many locations and found a "Butchertown" site most promising for industrial development. This site is a 122-acre area lying just south of Islais Creek between Third Street and the Pacific Gas & Electric Company's Hunters Point power plant. Its name has come from the meat packing and rendering plants located in the area. Most of the area presently is vacant or used for auto wreckers and junk yards.

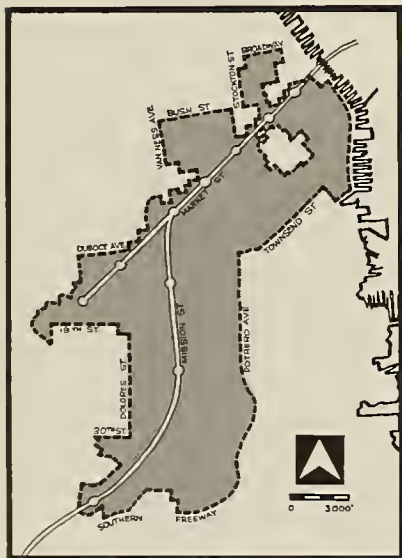
The Chamber provided funds for the Redevelopment Agency to prepare an application for a Federal grant with which final plans for redevelopment of the area can be made. In December, the Board of Supervisors directed the Agency to survey the area and make a program for its redevelopment.

Subject to the availability of Federal funds the Agency expects to have this phase of the work completed and ready to begin redevelopment in little more than a year. Butchertown will become one of San Francisco's finest working areas . . . a place for new industries, new investments, and new jobs.



Butchertown today is used largely by auto wrecking yards. Redeveloped it will provide employment for thousands of San Franciscans.

Photo: Monte W. Klein



Rapid Transit Corridor Study

Construction of rapid transit subway lines under Market and Mission Streets is scheduled to begin in 1967. The Transit District has already bought some of the property it will need for construction. The new rapid transit system promises to have a greater impact on San Francisco than any other recent development. The Board of Supervisors recognized that the new transit system will not only provide improved access to all of the neighborhoods along its route, but it will encourage new construction and increase property values there.

But ill-advised new development or construction may serve to hasten deterioration. The Supervisors directed the City's Planning Department and the Redevelopment Agency to look at the neighborhoods in the corridor along the transit route and to learn what specific accompanying improvements can be made there so these neighborhoods can benefit by the changes the transit system will bring. The study of the Rapid Transit Corridor was begun early in 1965.

Unlike the other projects of the Agency, this is a study only. It is not a redevelopment action program. Although the study will point out areas where a specific type of renewal treatment is most appropriate, no detailed planning for specific projects in this area will be undertaken without further approval of the Board of Supervisors.

The Supervisors directed that priority be given to the Inner Mission area with emphasis on the subway stations to be built at 16th and 24th Streets, and that special attention be given to the Portsmouth Corridor, near the new Chinese Cultural and Trade Center.

It is expected that most of the renewal to be proposed by the Corridor Study will be rehabilitation. In a rehabilitation program major emphasis is on the retention of existing structures. Property owners are encouraged to upgrade their properties, and a variety of aids are made available for this purpose. Special grants are available to help in provision of parks, schools, libraries, parking lots and other needed public facilities and to install new sewers, storm drains, sidewalks and walkways, or to widen streets or place power lines underground.

Throughout 1965 the transit study team worked with residents of the area and their organizations to learn from them the problems and needs of their neighborhoods. To keep them posted on the study team's work, progress reports and presentations were made to residents' organizations, and to keep abreast of their progress the study team participated in other meetings. In this way the study team joined in or attended 185 meetings during the year . . . about one meeting every two days.

By year's end the study was nearly completed. In 1966 the study team's proposals, in the form of sketch plans, will be further reviewed by the residents and property owners of the area. This has already begun in the Inner Mission. These proposals, as modified by such reviews, will be presented to the Board of Supervisors as a basis for preparation of detailed plans for orderly new development of the corridor areas along with the subway construction.

1965 Projected Expenditures and Project Financing (000's)

Items		Western Addition Area 1	Diamond Heights	Golden Gateway	Western Addition Area 2	Yerba Buena Center
Agency expenditures	Total					
Planning, legal and administrative	\$ 10,809	\$ 1,113	\$ 1,518	\$ 1,273	\$ 3,649	\$ 3,256
Real estate purchases and expenses	131,313	14,972	2,143	21,601	56,380	36,217
Site clearance and improvements	15,735	992	4,936	2,484	3,454	3,869
All others	17,164	2,143	888	1,729	6,544	5,860
Total	\$175,021	\$ 19,220	\$ 9,485	\$ 27,087	\$ 70,027	\$ 49,202
City expenditures—public improvements	42,026	7,091	4,134	6,035	4,081	20,685
Gross project cost	\$217,047	\$ 26,311	\$ 13,619	\$ 33,122	\$ 74,108	\$ 69,887
Less: Proceeds from project land	90,615	10,206	12,826	17,003	31,981	18,599
Cash surplus from completed projects	3,503			3,503*		
Net project cost	\$122,929	\$ 16,105	793	\$ 12,616	\$ 42,127	\$ 51,288
Federal project grant	\$ 80,995	\$ 8,615	—	\$ 5,521	\$ 37,046	\$ 29,813
City share available	45,437	7,490	4,296	7,095	5,081	21,475
City minimum share	40,975	5,368	264	4,205	14,042	17,096
City (shortage) or surplus	4,462	2,122	4,032	2,890	(8,961)	4,379

* Cash carry-over from Diamond Heights

NOTE: The project costs shown are budgeted expenditures for the projects in execution or in advanced planning. Project planning has not yet progressed to the stage of developing firm figures on project costs for Hunters Point, Butchertown, or the possible projects in the Rapid Transit Corridor Study Area. Costs for the Chinese Cultural and Trade Center also are not shown.

San Francisco Convention & Visitors Bureau Western Addition District Council San Francisco Program for the Aging Potrero Boosters & Merchants Association Hunters Point-Bayview District Council Catholic Charities of the Archdiocese of San Francisco San Francisco Housing Authority United Community Fund Society of St. Vincent de Paul Family Service Agency Baptist Ministerial Alliance The Salvation Army Fillmore Merchants and Improvement Association San Francisco Council of District Merchants Association Council for Civic Unity Goodwill Industries Telegraph Hill Neighborhood Association Catholic Committee for the Aging Mexican-American Political Action Mission Area Planning Board Twenty-Fourth Street Merchants Association Centro Cristiano de Informacion Olores Heights Improvement Association SPUR San Francisco Council of Churches Eureka Valley Promotion Association Bay Area Urban League JACL Southern Promotion Association YMCA Building Owners and Managers Association San Francisco Unified School District BCDC Alamo Club Associated Home Builders Downtown Association Jewish Family Service Agency San Francisco Building and Construction Trades Council Booker T. Washington Community Service Center Travelers Aid Society San Francisco Greater Chinatown Community Service South of Market Advisory Committee on Commercial and Industrial Development YWCA Life Line Mission Market Street Development Project, Inc. Upper Noe Neighborhood Council American Friends Service Committee Youth for Service The Society of California Pioneers San Francisco Development Fund Visiting Nurse Association BARTD Bayview-Hunters Point Non-Profit Community Development Corp. League of Women Voters Glen Park Property Owners Association, Inc. West of Twin Peaks Ministerial Alliance NAACP Greater San Francisco Chamber of Commerce San Francisco Real Estate Board Potrero Hill Home Owners & Residents Council Cannon Kip Community House University of California Community Services Organization Human Rights Commission Langley Porter Neuropsychiatric Institute San Francisco Association for Mental Health St. Boniface Welfare Agency American Jewish Congress Volunteers of America San Francisco Police Department Camp Fire Girls Department of Social Security California State Employment Service San Francisco State College Parent-Teachers Association Girl Scouts of America San Francisco Convention & Visitors Bureau Western Addition District Council San Francisco Program for the Aging Potrero Boosters & Merchants Association Hunters Point-Bayview District Council Catholic Charities of the Archdiocese of San Francisco San Francisco Housing Authority United Community Fund Society of St. Vincent de Paul Family Service Agency Baptist Ministerial Alliance The Salvation Army Fillmore Merchants and Improvement Association San Francisco Council of District Merchants Association Council for Civic Unity Goodwill Industries Telegraph Hill Neighborhood Association Catholic Committee for the Aging Mexican-American Political Action Mission Area Planning Board Twenty-Fourth Street Merchants Association Centro Cristiano de Informacion Olores Heights Improvement Association SPUR San Francisco Council of Churches Eureka Valley Promotion Association Bay Area Urban League JACL Southern Promotion Association YMCA Building Owners and Managers Association San Francisco Unified School District BCDC Alamo Club Associated Home Builders Downtown Association Jewish Family Service Agency San Francisco Building and Construction Trades Council Booker T. Washington Community Service Center Travelers Aid Society San Francisco Greater Chinatown Community Service South of Market Advisory Committee on Commercial and Industrial Development YWCA Life Line Mission Market Street Development Project, Inc. Upper Noe Neighborhood Council American Friends Service Committee Youth for Service The Society of California Pioneers San Francisco Development Fund Visiting Nurse Association BARTD Bayview-Hunters Point Non-Profit Community Development Corp. League of Women Voters Glen Park Property Owners Association, Inc. West of Twin Peaks Ministerial Alliance NAACP Greater San Francisco Chamber of Commerce San Francisco Real Estate Board Potrero Hill Home



Photo: Ricco — Mazzuchi

Private citizens and public employees — working together to plan New Start programs for residents of the Yerba Buena Center. Joint efforts of the Agency, citizen groups and City Departments can accomplish much for all of San Francisco.

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of San Francisco

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Clarissa Shortall McMahon*

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Kevin O'Shea**

* Elected April 19, 1966

** Elected September 14, 1966

May 1966

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